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15 September 1983

MEMORANDUM FOR: Executive Committee Members

FROM: Executive Assistant to the Executive Director

SUBJECT: Minutes of 31 August 1983 Executive Committee Meeting: (1) 1985 Program (2) Executive Training Program

1. The Executive Committee met on 31 August 1983 for a final review of the 1985 CIA Program and to discuss the Agency Executive Training Program. [redacted] chaired the session; participants included Messrs. Fitzwater (DDA); [redacted]; Hirsch (ADDS&T); Gates (DDI); Taylor (IG); Magee (D/OP), Childs (Comptroller); [redacted] (Deputy Comptroller). [redacted] D/OTE, [redacted] both of OTE, were present to discuss the Executive Training Program.

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1985 Program

2. [redacted] called the Executive Committee into session to review the Agency's strategy for submitting the 1985 program and to consider the distribution of employee positions in FY-84. He noted the recent Comptroller review of the impact of hypothetical cuts of 4, 8 and 12% Below DCI Guidance on the Agency's Program and indicated that the Executive Committee needed to reconfirm its decision at the June meeting to request

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[redacted] It was the consensus of the group that the program presented by the Comptroller (attached) would be adopted.

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Executive Training Program

5. [] began the discussion by describing the Senior Seminar and the Senior Officer Development courses. He observed that the latter was a good course, but one which was not accepted in the Agency. As a result, OTE reviewed development programs in other Government agencies and discussed CIA executive development practices with a number of senior Agency officers. OTE found a wide range of viewpoints on how to prepare employees for executive positions. It concluded that executive development is a growing problem requiring top management attention; the diversity of functions and experience in the various directorates makes a centralized development program difficult; there are many key executives at or near retirement age and a large population of mid-career, younger officers with limited Agency experience; there is a trend toward specialization; there are fewer opportunities for junior officer assignments between directorates; and finally, most executives consider the Senior Officer Development Program as not suited to the Agency's needs.

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6. [] reviewed the results of the OTE study (attached) and then proposed an Executive Training Program for the Executive Committee to consider. The proposed course would last from two to three weeks, be taught out of town, and focus on issues related to the world at large as well as to resource management. It would use case study methodology and exercises, with minimum lecturing. A series of elective courses would be available to all executives and tailored to individual directorate demands. The course would be taught primarily by

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annuitants and outside experts. Course participants would be identified well in advance of the course's scheduled date.

7. [] asked that the Executive Committee endorse a 2/3 week core course plus a series of tailored electives. Mr. Fitzwater said that the Agency does not do a good job of managing its people. He was concerned that officers would attend the core course but elective courses would be ignored. He proposed that the course be mandatory for all new SIS's, including those who are overseas. Mr. Hirsch noted his concern that lower grade officers with management potential (e.g., at the GS-13 level) are not being identified. What was described is a graduate school program; a program to prepare lower grade officers is required. He added that the Directorates' succession plans could be useful for this purpose. Mr. Magee observed that the Executive Committee was describing one leg of a horse. DO officers can still come up through the ranks who have not served outside a triangle in the Middle East. Bob Gates observed that he has many GS-18s who have 10 more years of service before retirement. The average age of a DI office director is 46 years; one-third of the Directorate's analysts are in the probationary period; one-half has 5 years or less experience. His problem is how to keep people happy when he has little headroom or lateral mobility. He added that senior development courses have not worked because of the quality of the people sent to them. Courses lack prestige and liveliness. Officers can advance whether or not they attend a course. It is up to the four Deputy Directors to see that their people go.

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8. [] observed that at the GS-13 level it is possible to identify officers who will be successful in their field or those who have staff talents also usable in other directorates, but not those who have the potential to become senior executives. He said he is concerned with regard to where the Agency will find future IGs, Executive Directors, Deputy Directors, or DCIs.

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9. [] concluded by saying that OTE should proceed with its proposed Executive Training Program aimed at the SIS-01 level. For the time being, it will be left to each directorate to identify the officers who will become our next generation of executives. Training can help but executive development is foremost the responsibility of management.

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Attachments:

- A. 1985 Program
- B. OTE Study

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OTE Register

83-1530/8

19 August 1983

OTE 83-6303

MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration

FROM:
Director of Training and Education

SUBJECT: Executive Committee Consideration of Executive Training

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1. The Issue. On 31 August 1983 the Executive Committee will consider an OT&E proposal for a new Agency executive training program. At issue is the kind of training OT&E should offer to meet the Agency's needs for executive development.

2. Background. Since January 1983, the Executive Development Staff of OT&E has been studying this issue.

-- The study began with a survey of 20 external programs to determine how other agencies develop their executives, and what training courses are available in other agencies and at various academic institutions.

-- In April, at a conference convened by the Center for the Study of Intelligence, some participants (GS-15 to SIS-3) identified and explored issues related to executive development. Their observations and suggestions were circulated to the Deputy Directors and their associates, and to the chiefs of offices, area divisions, and major staff elements throughout the Agency for review and comment.

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-- of these senior officials were then interviewed regarding their views on the effectiveness of CIA's program for senior officer development, on the competencies required of Agency executives, and, more specifically, on the Agency's needs for executive training.

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-- In studying the results of these interviews, OT&E discovered considerable ambiguity and diversity in perceived needs. We developed a number of options designed to accommodate these differences. These options--with a proposal recommended by OT&E--were circulated to the Deputy Directors in a memorandum dated 14 June 1983.

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SUBJECT: Executive Committee Consideration of Executive Training

3. Observations. OT&E offers the following key observations and conclusions derived from its study.

-- Executive development is a problem of growing proportions in the Agency, requiring the immediate and continuing attention of top management to ensure that CIA will continue to have leadership of the highest quality. (See data in tables at attachment A.)

-- Many executives consider the Senior Officer Development Program as currently constituted as not the best possible approach to selecting, training and developing an executive force that will enable CIA to meet traditional standards of excellence.

-- Because of the diversity in functions and experience of the various directorates, a centralized Agency-wide program for executive development would be difficult to implement and generally is not acceptable to the career services.

-- The range of developmental needs is reflected in the large number of key executives at or near retirement age, the relative youth of others, and the number with less than ten years of Agency experience.

-- Complicating this picture is a trend toward greater specialization in some directorates, and the reduced opportunity for junior officers to serve in assignments outside their basic career services. Our next leaders are not likely to have the breadth of experience of those currently in SIS-3 and SIS-4 positions. Opportunities for such assignments and changes in career among officers at the GS-15 and SIS-1 level are increasingly rare.

-- Finally, we conclude that, to be most effective as an executive, an Agency officer's career should include a progression of challenging developmental assignments in his/her basic career service, and if possible, at least one assignment outside that service to broaden one's Agency perspective. These on-the-job experiences should be complemented by internal and external training courses to help familiarize officers with concepts and techniques that can help him/her perform effectively at the executive level. Such preparation can help the officer make the shift to an executive perspective, and enhance his/her competence at managing complex intelligence activities.

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SUBJECT: Executive Committee Consideration of Executive Training

4. Proposed Executive Training Program. After considering the various training options outlined in our 14 June 1983 memorandum, and given the diversity of developmental needs found in the career services, we recommend a flexible training program, comprising a core course to be attended by all officers on their initial appointment to an SIS-level position, supplemented by a series of specialized, elective seminars and mini-courses open to all officers in executive positions. (See attachments B and C for training options and OT&E's proposed curriculum.)

-- The core curriculum would focus on those skills which are in the purview of most Agency executives, such as dealing with Congress, planning, delegating, preparing a budget, etc. It would give them an Agency outlook, and help them make the shift to an executive perspective from which they can focus more on the conceptual level, and on integrating the work of their component to the rest of the Agency and the government. It would provide a training experience that would be common ultimately to all Agency executives. By limiting the core course to SIS-level officers, we would reduce the "miss rate" experienced when we attempt to train prospective executives in the larger population of GS-14s and 15s.

-- The electives would be organized in close consultation with the career service panels, in an effort to tailor what is offered to the needs of individual officers and of the components. These multiple training opportunities will help broaden officers in certain skill areas, and provide knowledge where their prior experience may not have prepared them adequately to function at the executive level.

5. Views of the Deputy Directors. The DDI and the DDO responses to our 14 June 1983 memorandum are attached. The DDA and DDS&T requested that we brief their staffs on the issue. Directorate reactions to our proposal were generally positive, although some differences were expressed regarding implementation strategies. (See attachments D & E.)

6. Action Requested:

-- We request that the Executive Committee approve the OT&E executive training proposal.

-- We further request that the Executive Committee members agree that the Career Services should review their goals and activities aimed at developing the next echelon of executives with a view to discussing with OT&E representatives the training needs of specific candidates. Discussion would center on the OT&E curriculum, but could also include consideration of external training or other developmental opportunities as well.

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SUBJECT: Executive Committee Consideration of Executive Training

-- The Executive Committee may also want to consider whether a broader, more comprehensive review of the professional and executive development needs of the Agency is needed. Our brief study, although focused on training, suggested that in many respects the Agency has not kept pace with other Federal services nor with much of industry in these fields. In our survey, we heard too often that top officers--or the best ones--can't be spared for assignments intended to provide the breadth of outlook and experience needed by future executives. Training can substitute for some of this, but other initiatives beyond our purview may be in order.



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Attachments:

- A1-A5 - Executive Survey Background Data
- B1-B3 - Survey Responses on Training and Competencies
- C - Proposed Executive Training Curriculum
- D - Memo from the DDI
- E - Memo from the DDO

Distribution:

- Original & 21 to Addressee
- 1 - Executive Registry

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5 July 1983

MEMORANDUM FOR: Director of Training and Education
FROM: Deputy Director for Intelligence
SUBJECT: Executive Training Program

I concur with the recommended approach in paragraph 6 of your memorandum to the Executive Director. I would add the following comments:

- The Program should be limited to SIS-01s and 02s. The shotgun approach of trying to choose who among the entire GS-15 population will become supergrades results in the waste of considerable training resources on GS-15s who will always remain GS-15s. By taking new SISers, you cut the candidate population to manageable proportions and make it possible to contemplate providing training for virtually all senior officers-to-be in the Agency.
- By working with a smaller candidate population, you also make it possible to develop a program of seminars and workshops that deal with issues that actually confront senior managers and are very concrete (vice the more abstract or philosophical approach). For example, these officers should be exposed to the Agency-wide budgeting process and the tradeoffs that take place, Congressional affairs, public affairs, how the Agency fits into the NFIP and practical senior management issues.
- I would have found your memorandum more useful had it indicated what the significant differences were in the approaches taken by various components as well as the perceived needs and recommendations for an Executive Training Program. Should there be an EXCOM on this subject, I would recommend a summary of those differences be provided. Moreover, I think it would be especially useful to have summaries of the positions taken by those who will be attending the EXCOM, including explicit identification of those who hold that view to help focus the discussion. Such candor is characteristic of EXCOM meetings and could be useful.


Robert M. Gates

cc: EXDIR

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4 AUG 1983

MEMORANDUM FOR: Executive Director

FROM: John H. Stein
Deputy Director for Operations

SUBJECT: OTE Memorandum on Executive Training

REFERENCE: OTE 83-6300, 14 June 1983

1. Pending issuance this fall of the detailed report on the OTE executive development survey, we would reserve final judgment on the several options outlined in Reference. However, the approach recommended by the Director of OTE in paragraph six of Reference appears most appropriate for the DO at this time. Limiting the course for newly promoted SIS Officers to two weeks would make it easier to assure attendance of DO Officers, although this still cannot be absolutely guaranteed. The modular approach, using one to three day seminars tailored to the individual needs of the senior officers, has considerable appeal since it allows for the flexibility in selection of courses and timing necessary to assure attendance by DO senior officers.

2. A major difficulty faced by the Directorate of Operations in participating in an executive training program is the current manpower limitations which make it difficult to project our participation in even the most modest of courses or programs. An example is the one-week [] Seminar where we were forced in the June 1983 running to give up [] operations officers, much against their personal preferences, had to drop out as candidates for the seminar. These limitations dictate that we must qualify any suggestions concerning DO participation in Agency-wide programs. Current projections are that we are very likely still several years away from having the necessary manpower to participate broadly in middle and senior level training courses. Consequently, the suggestion that the Executive Short Course be made mandatory for all new SIS Officers, would have to be applied with some flexibility since many of the new DO SIS Officers are assigned overseas when promoted. For example, of [] DO Officers just promoted to SIS-1, [] are in the field and will be there for at least another year. To offset this, the DO would be willing to include the participation of promising GS-15s in the program if it would be helpful.

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3. An important principle which must be kept in mind as we work towards defining the role of formal training courses in executive development is that this process should not replace the existing promotion system within the DO. The multiplicity of challenges and opportunities for professional and personal growth in the DO, especially in field assignments, may well be unmatched in any other organization. Thus, regardless of the shape, length or format of any formal training courses, we in the DO think it essential that early, formal identification of "comers" be avoided in favor of the system of merit which has been developed with such care the past two decades. In sum, training can and should complement officer development but it is, overall, subsidiary to the work itself as a development tool.



/ John H. Stein

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